



MGMT29011 Strategic Business Management and Change

Term 1 - 2022

Profile information current as at 25/04/2024 09:24 pm

All details in this unit profile for MGMT29011 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

Businesses are at the dawn of a fourth industrial revolution, propelled by frontier technologies and robotization advances that make the production better, cheaper and faster than ever before. This new industrial revolution offers enormous opportunities for businesses to grow and gain sustainable development with potential benefits on a scale that is difficult to imagine. New technologies promise possibilities of industrial upgrading and leapfrogging. Reconfiguration of world businesses environment, cheaper transportation and communication, coupled with more efficient logistics now help businesses to establish links to new global value chains. Strategic intuitiveness and ability to quickly manage change is key to gain competitive positioning in the global context. As the capstone unit, you will integrate prior functional and interpersonal knowledge and skills acquired in previous units of the Master of Business Administration and examine strategic management processes at an advanced level in different kinds of organisations. You will use your advanced level of knowledge and skills to analyse how organisations develop future strategies which are influenced by internal and external pressures. By examining the challenges facing contemporary businesses, you will examine how strategic management concepts, frameworks and tools are used by business executives to develop a business plan and implement change in organisations. Workplace case studies will be used to demonstrate how business craft strategies and acquire resources to implement strategy and manage change effectively with positive outcomes.

Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Prerequisite: A minimum of 48 credit points from MBA units. Students enrolling in this unit must be undertaking the CL84 Master of Business Administration (International).

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 1 - 2022

- Jakarta

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Residential Schools

This unit has a Optional Residential School for distance mode students and the details are:

Click here to see your [Residential School Timetable](#).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Group Work**

Weighting: 30%

2. **Written Assessment**

Weighting: 30%

3. **Report**

Weighting: 40%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Unit facilitator

Feedback

Increase ASEAN context as the Jakarta campus is targeting the ASEAN market

Recommendation

Increase ASEAN specific cases and readings

Feedback from Unit facilitator and student discussions

Feedback

Align content with current issues of uncertainty

Recommendation

Increase relevant content with current issues regarding uncertainty and to align digital strategy with overall corporate strategy in the form of case studies and videos

Feedback from Unit facilitator

Feedback

Increase variety of teaching material related to strategy theories

Recommendation

Posting videos in Moodle that feature noted strategy scholars presenting their theories

Feedback from Unit facilitator

Feedback

Assessments indicated that the students need improving their academic English

Recommendation

Provide a workshop dedicated to guidance on academic writing, for example referencing, argumentation, and reflection.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Critically analyse, evaluate and discuss theoretical concepts and principles of strategic business management and change for professional practices
2. Analytically use specialised knowledge and integrated understanding of the complex nature of global business and economics and in related disciplines
3. Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans
4. Interpret the chosen strategy and transmit ideas highlighting the effects of decisions on business performance
5. Apply knowledge and skills to demonstrate the capacity of independent thinking, expert judgement, adaptability and responsibility as a business strategist and develop a business plan.

Alignment of Learning Outcomes, Assessment and Graduate Attributes

■ N/A Level ■ Introductory Level ■ Intermediate Level ■ Graduate Level ■ Professional Level ■ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

Textbooks and Resources

Textbooks

MGMT29011

Prescribed

Crafting and Executing Strategies: Concepts and Cases

Edition: 22nd (2020)

Authors: Arthur Thompson and Margaret Peteraf and John Gamble and A. Strickland ISBN10: 1260075109 ISBN13: 9781260075106 Co

McGraw Hill

USA

ISBN: 9781260075106

Binding: Paperback

Additional Textbook Information

Students can buy an e-book

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Zoom (both microphone and webcam capability)

Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Arief Suharko Unit Coordinator

a.suharko@cqu.edu.au

Quamrul Alam Unit Coordinator

q.alam@cqu.edu.au

Schedule

Week 1 - MARCH 8, 2022: Contemporary Issues in Strategic Business Management and Change - 07 Mar 2022

Module/Topic

Chapter

Events and Submissions/Topic

Introduction to strategic management concepts and issues.
Shifts in strategic management paradigms
Challenges in the post-Covid environment

Thompson, A.A. Peteraf, M.A; Gamble, J..E and Strickland, A.J. (2020). Crafting and Executing Strategy- Concepts and Cases, 22nd, Edition.McGraw Hill Education, New York, Chapters 1 & 2.
Reading 1: McKinsey & Company (2021), Organizing for the future: Nine keys to becoming a future-ready company., January.

Make sure you familiarize yourself with the ENTIRE Moodle site and the documents relating to this unit.
In week 1, we will discuss the shifts in business strategy and management practices in the 21st century.
Moreover, we will also discuss the post-COVID-19 complexity of the business environment, the nature of global competition, and the factors that influence the strategic decision-making process.
In each week a case will be discussed at the workshop.
Please Note: in week two, you are supposed to form groups for a case study discussion and presentation. Selected cases will be posted/referred to the Moodle site for your information.
You need to be a member of a group and select a case for group work.

Week 2 - MARCH 15, 2022: Macroeconomic and Industry Environmental Factors Affecting Business Strategies and Operations - 14 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
<p>Crafting and executing strategy is the heart and soul of managing a business enterprise. How do external factors affect the strategy-making process? What are the strategic tools and frameworks that can be used to assess the external environmental factors?</p>	<p>Thompson et al., (2020), Chapters 2 & 3. McKinsey & Company (2020), Organizing for the Future: Why now? June. Alam, Q, and Chowdhury, M (20116), Virgin Australia: Aim to Reposition, in Global Repositioning: Sustainability and Value Creation, TILDE University, Press, Melbourne, chapter 17.</p>	<p>Complete the following activities to strengthen your knowledge of this week's topic. In week 2, we will discuss the strategy tools that are instrumental in assessing the external factors affecting the nature of competition and identify the key challenges contemporary businesses are confronting. Read the case, Virgin Australia for class discussion (posted on the Unit Moodle site). Please Note: Questions for class discussion in week 2, will be posted on the Moodle site.</p>

Week 3 - MARCH 22, 2022: Evaluating a Company's Resources, Capabilities, and Competitiveness - 21 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
<p>Significance of major concepts, issues, and themes in internal analysis Tools and frameworks for internal factors analysis. Definition of resources and capabilities. Importance of value chain activities Usefulness of of SWOT matrix</p>	<p>Thompson et al., (2020) Chapter 4. Read the articles posted on the Moodle site.</p>	<p>In week 3, we will discuss issues and concepts relating to company resources and competencies. Strategy tools will be used to learn how to assess the company's strengths, weaknesses, threats, and opportunities. The concept of the value chain will be discussed to learn how to identify the primary and support activities that create the customer's value. All students are required to read the case, Bunnings- continuous development of a successful formula (posted on the Moodle site) Developing core resources and capabilities at Air New Zealand (posted on the Moodle site).</p>

Week 4 - MARCH 29, 2022: Competitive Strategies for Market Positioning - 28 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Generic competitive strategies and the principal elements of each strategy,
 How to identify the major avenues for achieving a competitive advantage based on chosen strategies.
 How to assess the relative advantages and the pitfalls of each strategy option.

Thompson et al., (2020), Chapters 5 & 6.
 Case 1: Vanguard's Path to Becoming the Low-Cost-Leader in Investment Management, Illustration Capsule 5.1, in Thompson et al., 2020., page 129.
 Case 2: Canada's Goose's Focused Differentiation Strategy, Illustration Capsule 5.3, in Thompson et al., 2020., page 141.

- In week 4, we will critically discuss various strategies that will help you learn how to analyse the benefits of different strategies, manage the value chain to create the differentiating attributes and avail opportunities to strengthen the business's competitive position in a highly globalised and constantly changing world. The case discussion will help you to explain why some strategies work better in certain kinds of competitive conditions, identify the major avenues for achieving a competitive advantage based on low-cost, differentiation, and best-cost provider strategies. Read the following two cases for class discussion, prior to the workshop/tutorial:
 1. Vanguard's Path to Becoming the Low-Cost-Leader in Investment Management, Illustration Capsule 5.1, in Thompson et al., 2020., page 129.
 2. Canada's Goose's Focused Differentiation Strategy, Illustration Capsule 5.3, in Thompson et al., 2020., page 141.
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Week 5 - APRIL 5, 2022: Strategic Planning for Competing in the international Markets - 04 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
<p>The following theories will be discussed to explain how and why a business chooses a particular country. Vernon's business life cycle theory. Porter's theory of national competitive advantage. Dunning's (Ownership, Location, and Internalisation (OLI)).</p>	<p>Thompson et al., (2020), Chapters 6 & 7. Houseman, G (2007), Joseph Stiglitz and the Critique of Free Market Analysis, Challenge, Vol. 49, No. 2 (MARCH-APRIL 2006), pp. 52-62. Case 2: Walgreens Boots Alliance, Inc: Entering Foreign Markets. Illustration Capsule 7.1 in Thompson et al., (2020), p. 196 .Porter's theory of national competitive advantage. Dunning's (Ownership, Location, and Internalisation (OLI) theory. Articles will be posted on the Moodle site.</p>	<p>In week 5, we will discuss International, Global & Multidomestic Strategies to understand how to craft strategies for different markets. For class discussion, read the cases listed below.</p> <ul style="list-style-type: none"> • PT Alfamart Tbk: Entering Foreign Markets. • PT Propan Raya: Foreign Investment in Vietnam (Video case).

Vacation Week - 11 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6 - APRIL 19, 2022: Group Report and Presentation - 18 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Students are required to make individual presentations on a case allocated to them by the Unit Coordinator. A group is to be submitted in week 6.

Read the selected cases. Conduct research to collect recent information. Group members are required to meet frequently to share knowledge and prepare a report.

Students are required to make individual presentations on a case allocated to them by the Unit Coordinator. A group is to be submitted in week 6.
 Presentation (individual) - 10 minutes (15 marks).
 A group report needs to be submitted after the presentation. The length of the written report is 1000 words maximum (excluding preliminaries, references, appendices, and tables/diagrams). (15 marks)
 Groups are required to submit the presentation slides along with the written report for assessment 1.

Presentation and Group Report

Due: Week 6 Tuesday (19 Apr 2022)
 11:55 pm AEST

Week 7 - APRIL 26, 2022: Corporate Strategies for Diversification - 25 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
Corporate strategies such as integration, diversification, joint venture, strategic alliances, merger, and acquisitions will be discussed.	Thompson et al., (2020), Chapter 8. Reading: McKinsey Global Institute (2020), Risk, resilience and rebalancing in the global value chain., August. Wan, W. P (2005), Country Resource Environments, Firm Capabilities, and Corporate Diversification Strategies*, Journal of Management Studies, Vol 42:1.	In this week, we will discuss the main features of diversification strategies and the value-creating activities under various corporate strategies. This will help you understand and learn when and why companies consider diversifying activities to increase stakeholders' satisfaction. Read the case: Evolution of the Salim Group Strategy (An e-chapter of a book freely available). Pelindo's merger strategy: Has it added any value?

Week 8 - MAY 2022: How to Build Business Capabilities to Execute Strategies - 02 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
Framework for strategy execution. Importance of resources both tangible and intangible. Role of technology, leadership, and culture. Strategy and structure relationship.	Thompson et al., (2020), Chapter 10. Pankaj Ghemawat (2018) Redefining Global Strategy, Harvard Business, Review Press (Available on the Unit Moodle site)., Chapters 2 and 7. Read the cases listed below. 1. Zara's Strategy - Execution Capabilities, Illustration, Capsule 10.2, in Thompson et al., (2020), p. 304. 2. Management Development at Deloitte Touche Tohmatsu Limited, Illustration Capsule 10.1, in Thompson, et al., (2020), p. 298.	In this week, we will discuss a framework for strategy execution, analyse how to build critical resources and capabilities, and explain how to facilitate collaboration with external partners and strategic alliances. Read the cases below for discussion at the workshop. 1. Zara's Strategy Execution Capabilities, Illustration Capsule 10.2, in Thompson et al., (2020), p. 304. 2. Management Development at Deloitte Touche Tohmatsu Limited, Illustration Capsule 10.1, in Thompson et al., (2020), p. 298.

Week 9 - MAY 10, 2022: Managing Internal Organisations to Promote Good Strategy Execution - 09 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
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How to create internal capability for strategy execution.

Thompson et al., (2020), Chapter 11.
Read Case 22: IKEA's International Marketing Strategy in China (Thompson et al. (2020).

In this week, we will discuss the importance of resource allocation, the significance of policies and practices, and the approach to adopting best practices (TQM, Six Sigma, Innovation).
For discussion at the workshop, read Case, IKEA's International Marketing Strategy in China, Case 22, (Thompson et al. (2020).

Individual Written Assessment

Due: Week 9 Tuesday (10 May 2022)
11:45 pm AEST

Week 10 - MAY 17, 2022: Corporate Culture and Leadership - 16 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
The role of strategic leadership. Team management. Culture of collaboration. Creating strategy supportive culture.	Thompson et al., (2020), Chapter 12. Reading: 1: McKinsey & Company (2019), Three keys to faster, better decisions, May. McKinsey Quarterly (2022), COVID-19: Briefing note #87, January 12, 2022. McKinsey Report (2022), The Fourth Industrial Revolution will be People-powered, January.	In this week, we will discuss the importance of corporate culture and leadership in strategy implementation, critically analyse the key features of corporate culture and the differences between healthy culture and unhealthy culture. Read the following case for discussion at the workshop Zara - the Jewel of Inditex's Crown, in Alam, Q, and Chowdhury, M. eds. (2016). Global Repositioning: Sustainability and Value Co-creation (posted on the Moodle site). Discussion on Assignment 3 (Writing a Business Report).

Week 11 - MAY 24, 2022: Ethics, Corporate Social Responsibility. Environmental Sustainability, and Strategy - 23 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
<ul style="list-style-type: none"> • How and why ethical standards impact the tasks of crafting and executing strategy • The importance of corporate social responsibility and good corporate citizens businesses. • The concepts of corporate social responsibility and sustainable business practices. 	Thompson et al., (2020), Chapter 9. McKinsey & Company (2020), From there to here: 50 years of thinking on the social responsibility of business, September.	In this week, we will discuss the definition of business ethics, the importance of ethics in modern business, and the impact of ethical standards on crafting and executing the strategy. Read the following cases for discussion at the workshop: <ul style="list-style-type: none"> • Case: PT Dharma Satya Nusantara Tbk: Focus on Sustainability • Case: Ethical Violation at Uber and their Consequences, Illustration, Capsule 9.1, in Thompson et al., (2020), p, 268. • Case: Conflict Palm Oil and Pepsico's Ethical Dilemma, Case 31 in Thompson et al. (2018); C 422.

Week 12 - MAY 31, 2022: Business Strategies in the Post-COVID-19 World Economy - 30 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Reconfiguration of Business Strategies in the Post-COVID-19 World Economy. Shifts in International Trade and Investment Policies.

- Lee, H. and Park, D. (2020), Post-Covid Asia Deglobalization, Fourth Industrial Revolution, and Sustainable Development, Singapore, 17, December 2020.
- Park, D (2018), Capitalism in the 21st Century Why Global Capitalism Is Broken and How It Can Be Fixed (Asian Development Bank, Philippines), Singapore, Chapter 1.

Discuss the recent changes in the international business environment in the post -covid environment. Feedback on Assessment 2 (Feedback Studio).

REVIEW WEEK - JUNE 7, 2022 - 06 Jun 2022

Module/Topic	Chapter	Events and Submissions/Topic
Review Week.		Get feedback from the students to assess the lessons learned. Submission of Assessment 3.

Exam Week - JUNE 9, 2022: Submission of strategic business plan - 09 Jun 2022

Module/Topic	Chapter	Events and Submissions/Topic
<p>Assessment 3 is due in week 13 The last date of submission is 9 June 2022.</p>		<p>As there is no exam in this unit, you are given one extra week for the third assessment. Please note that I will not publish your assignment 3 marks on the Moodle site. Please note that marks for the third assessment will not be released before the final grades are not approved by the Academic Board.</p> <p>Strategic Business Planning Report on a Company for Expansion in the Asian Markets Due: Review/Exam Week Thursday (9 June 2022) 11:45 pm AEST</p>

Term Specific Information

The Unit Coordinators for this unit are:

1. Arief Suharko (a.suharko@cqu.edu.au)
2. Quamrul Alam (q.alam@cqu.edu.au)

Assessment Tasks

1 Presentation and Group Report

Assessment Type

Group Work

Task Description

Students are required to form groups in consultation with the Unit Coordinator. Each group will be given an existing business case to study. Each group needs to conduct a macro and micro business environment analysis, do research to collect the latest information on that company's business strategy, market position, and list the core competencies by using the five forces model, value chain analysis, and competitors' analysis.

Each group member makes a presentation for 10 minutes and group members will write a short group report. As aspiring business managers, your task and role need to reflect your understanding of the key concepts and strategy tools and apply them in analysing the case. This first assessment will require you to negotiate and assign roles as a group and submit a document responding to each question.

Part A: Presentation (individual) : 10 minutes (15 marks).

Part B: Group report: 1000 words maximum (excluding preliminaries, references, appendices and tables/diagrams). (15 marks)

Groups are required to submit the presentation slides along with the written report on the Assessment Link.

Assessment Due Date Week 6.

Weighting: 30%

Assessment Due Date

Week 6 Tuesday (19 Apr 2022) 11:55 pm AEST

Return Date to Students

Week 8 Tuesday (3 May 2022)

Feedback will be posted on the feedback studio on Moodle

Weighting

30%

Assessment Criteria

Assessment Criteria (Starbuck)

1. Introduction (A brief history of the case/ organisation, its products, and competitors.
2. What are the company's competencies?
3. What strategy features has the company used to expand globally?
4. How has the company developed a highly responsive supply chain?
5. What are the key features of its business model?
6. Discuss the challenges that the company may face due to the COVID-19 pandemic.
7. Presentation style/communication
8. A full list of all references used in alphabetical order.

Assessment Criteria (Tokopedia).

1. Briefly describe the present market position of Tokopedia.
2. What are the core competencies of Tokopedia?.
3. Critically discuss the strategies of Tokopedia that helped it to survive the recent competition.
4. How have the new entrants influenced the nature of competition in the Indonesian e-commerce industry?
5. How did the Tokopedia respond to the market challenges?
6. Recommend some strategies for Tokopedia to manage their financial and market challenges.
7. Presentation style/communication.
8. A full list of all references used in alphabetical order.

Currently, there is no published case on Tokopedia. Students are requested to do research and collect information from the company website, the internet, and the most recent reports published in newspapers and magazines.

As Masters's students, you are required to engage in research consistent with the Australia Quality Framework (AQF) guidelines, that establish the standards for all CQUniversity's Masters's courses. Two specific requirements need to be considered:

1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and
2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Each postgraduate unit has a number of required readings in terms of academic texts, journals, and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts, journals, and publications.

As Master's students, you are expected to research beyond this minimum standard through additional texts, journals and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE (a full list of references must be submitted as part of the assessment).

Referencing Style

American Psychological Association 7th Edition (APA 7th edition)

Submission:

Online Group. Please save and upload your file in a Word document via the assessment link on the Moodle site.

Learning Outcomes Assessed

1. Analytically use specialised knowledge and integrated understanding of the complex nature of global business and economics and in related disciplines.
2. Interpret the chosen strategy and transmit ideas highlighting the effects of decisions on business performance.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Self-management
- Ethical and Professional Responsibility
- Leadership

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online Group

Submission Instructions

Assessment submission link on the Moodle site

Learning Outcomes Assessed

- Analytically use specialised knowledge and integrated understanding of the complex nature of global business and economics and in related disciplines
- Interpret the chosen strategy and transmit ideas highlighting the effects of decisions on business performance

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Self-management
- Ethical and Professional Responsibility
- Leadership

2 Individual Written Assessment

Assessment Type

Written Assessment

Task Description

Task Description

Assessment 2 will require you to write a critical and analytical essay, which includes:

- Selecting a particular industry in Indonesia and discussing the challenges that businesses in that industry are facing.
- Critical discussion of business and economic features in the Post-COVID-19 environment.
- Identifying the strategic approach that companies should pursue to withstand the challenges? Discuss with examples.

Please note:

- Each student is required to write a critical and analytical argumentative essay on strategic business management and planning issues using contemporary concepts, theories, and models. The students will have to use their cognitive knowledge and practical case examples to develop arguments and substantiate their points of view.

- As Masters students, you are required to engage in research as per the Australia Quality Framework (AQF) guidelines. Two specific requirements need to be considered. Students need to demonstrate:

1. A body of knowledge that includes the understanding of recent developments in the discipline and/or area of professional practice, and
2. Knowledge of research principles and methods applicable to a field of work and/or learning.

- Each unit in your course has a number of required weekly readings in terms of academic texts, journals, and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF.
- In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications, and as Masters students, indicate a willingness to research beyond this minimum standard through additional texts, journals, and studies that demonstrate an ability to engage in independent research.

- A professionally written assignment using the APA referencing style.
- See Moodle for a more detailed assessment rubric.
- Late submission and academic misconduct penalties apply as per the university regulations.

Weighting: 30%

Word limit: 2000 words

Assessment Due Date

Week 9 Tuesday (10 May 2022) 11:45 pm AEST

Assessment 2 needs to be submitted using the assessment submission link by 11:55 PM on Tuesday (10 May 2022).

Return Date to Students

Week 11 Tuesday (24 May 2022)

Feedback studio

Weighting

30%

Assessment Criteria

Assessment Criteria

- Ability to conduct internal and external environment analysis with the help of relevant strategic management concepts and tools
- Knowledge to apply contemporary theories and debates in assessing the strategic position of a business including the use of literature to justify strategic direction and choice
- The caliber of argument and critical insight to defend or justify the decision about relevant strategic choice and direction for the future Capability to identify the challenges for strategy implementation in the Post_COVID-19 environment.
- Competency to use at least TWO analytical tools to analyse the environment.
- Application of themes and theories related to and including the use of literature to justify strategic direction and choice
- Application and justification of relevant strategic choice and direction for the future
- The use of between 12-16 quality academic references (Academic texts, journals, etc.)

Students should ensure that they understand the specific research that is required for each assessment piece and recognise that they meet this minimum requirement.

Submission: Online

Submission via Assessment 2 submission link on the Moodle site

Learning Outcomes Assessed

1. Critically analyse, evaluate and discuss theoretical concepts and principles of strategic business management and change for professional practices.
2. Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans

Graduate Attributes

- Knowledge
- Communication

- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Submission Instructions

Assessment 2 Submission Link

Learning Outcomes Assessed

- Critically analyse, evaluate and discuss theoretical concepts and principles of strategic business management and change for professional practices
- Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility

3 Strategic Business Planning Report on a Company for Expansion in the Asian Markets

Assessment Type

Report

Task Description

Strategic Business Planning Report of a chosen company

This is an individual assignment. Each student should write a business planning report on an existing business.

Please Note: you are required to discuss with your unit coordinator before selecting a company.

Weighting: 40% weighting of the overall grade

Word limit: 2500 words maximum (excluding preliminaries, references, appendices, tables, and diagrams).

Please Note: you are required to use at least 15 quality academic references (Academic texts, journals, reports, books etc).

Please read the detailed assessment guideline on the unit's Moodle page before commencing work on the assessment.

Assessment Due Date

Review/Exam Week Thursday (9 June 2022) 11:45 pm AEST

There is no exam in this unit. students are given one extra week to finalise the third assessment.

Return Date to Students

Marks for assessment 3 will not be released before the finalisation of grades by the Academic Board.

Weighting

40%

Assessment Criteria

As Master's students, you are required to engage in research consistent with the Australia Quality Framework (AQF) guidelines, that establish the standards for all CQUniversity's Masters courses.

Two specific requirements need to be considered:

1. Students need to demonstrate "a body of knowledge that includes the understanding of recent developments in a discipline and/or area of professional practice", and
2. Students must demonstrate "knowledge of research principles and methods applicable to a field of work and/or learning".

Each Masters unit has a number of required readings in terms of academic texts, journals and business publications that represent the appropriate body of knowledge and recent developments referred to by the AQF. In order to demonstrate the ability to engage in appropriate research, students should read and utilise these texts and journals and publications. As Master's students, you are expected to research beyond this minimum standard through additional texts, journals, and studies to demonstrate an ability to engage in independent research. Your attention is also drawn to the University's stated position on plagiarism. **THE WORK OF OTHERS, WHICH ARE INCLUDED IN THE ASSIGNMENT MUST BE ATTRIBUTED TO ITS SOURCE** (a full list of references must be submitted as part of the assessment).

Referencing Style:

American Psychological Association 7th Edition (APA 7th edition)

The Business Report must show evidence of the following essential features:

Assessment criteria

1. An executive summary of the business report.
2. Introduction - overview of report structure and contents.
3. A brief overview of the company, history and context.
4. Analysis of macroeconomic and industry-specific factors identifying the challenges and the opportunities for the company.
5. Analysis of the resources, capabilities and competencies using strategy matrixes, tools and models.
6. Evaluation of present strategies of the company and identification of strengths that the company can use to expand its operation in the Asian markets..
7. Discussion of implementation policies that include market entry mode, business value chain, and marketing strategies.
8. Conclusion/Summary.

Submission of the Report: Online via Moodle

Learning Outcomes Assessed

- Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts;
- Apply established theories and strategic frameworks to independently develop strategies and implementation plans;
- Apply knowledge and skills to demonstrate the capacity of independent thinking, expert judgement, adaptability and responsibility as a business strategist and develop a business plan.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Submission Instructions

Assessment 3 Submission Link

Learning Outcomes Assessed

- Apply cognitive and technical skills to reflect on and synthesise complex information, problems, concepts and apply established theories and strategic frameworks to independently develop strategies and implementation plans
- Apply knowledge and skills to demonstrate the capacity of independent thinking, expert judgement, adaptability and responsibility as a business strategist and develop a business plan.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management

- Ethical and Professional Responsibility

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?



Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem